

May 2022 – Brad Stanke - How to Find and Hire Great Trainers

Lawrence: Welcome everyone to the [HIT Business Membership](#) presentation for May 2022. We do this every single month. Previous guests include people like [Luke Carlson](#), [Dr. Doug McGuff](#), [John Little](#), [Bill DeSimone](#), and all the experts that you know and love in high intensity training and just in the fitness business as well. We cover all sorts of topics. We cover hiring, like we are today, and recruitment as well today. We cover marketing, sales, operations, pricing, finance, every facet of your high intensity training business. Well, almost every facet I suspect has been covered in the [Membership](#) in content like this.

Today we have [Brad Stanke](#). Brad is a resistance exercise recruiter and a [Discover Strength franchise](#) owner. He has 8 years of recruitment experience working with various recruitment agencies and is very successful with that. Currently, his focus is on bringing support to strength training businesses and hiring great trainers.

Brad, welcome to the [Membership](#). I really appreciate you taking the time.

Brad: Oh thanks, Lawrence. Thanks for having me.

Lawrence: No, you're most welcome. Before we get into this presentation, I'd love to just hear some of the results you've achieved in your recruiting career just to get people a bit excited because you're very good at what you do. I'd love

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to hear both in terms of your career and also you've had success at recruiting a team for your franchise very quickly as well.

Brad: Yeah, absolutely. Like you mentioned, 8 years of recruitment experience but it's not your typical recruiting experience. What I have done is targeted and pretty much pursued passive candidates finding ways to target people who aren't looking for a job and convincing them on the idea of switching jobs and finding a new one. It's more of that head hunter. There is a persona around it. But what I was doing is finding people that you weren't going to find on your own and selling the idea to them, bringing them to that opportunity, and then giving you at least a chance for that business to take a swing at something that was way out of their league or unreachable.

Interestingly enough with owning a franchise now I was able to apply some of those same practices to find my own trainers and make four really good hires in just a fraction of a time and use those skills. I think my favorite story might be my trainer Amy who I found literally through Instagram messaging and got her to take the job. Interestingly enough you can use the same practices to find trainers in a short amount of time. It probably took me maybe 6 hours of work to find two trainers to build up my staff from the start.

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Lawrence: Amazing. And just to demonstrate the quality of people that you have, how long have you had the franchise and how many sessions are you doing a week?

Brad: We've been open since December 15. We are crushing on maybe close to 6 months now. I now have a total of 5 staff including myself so I have 4 other trainers. We just broke 200 sessions. Probably maybe playing about 215-ish sessions this week. We've been hanging out to 200 last month but finally breaking the barrier.

Lawrence: Well done. Amazing achievement. Rapid growth. Unbelievable really. So good to hear. Okay, so let's get straight into this then. I'll let you steer the presentation and we'll crack on.

Brad: Well, if you have questions in the meantime feel free to chime in because this is a run through. You ask me to tell people how to find great trainers and really the same practices that I use in targeting engineers, IT professionals, chemical dependency counselors, sales professionals in the building materials industry, and then now trainers. The same principles apply in terms of how you find a better candidate. There's extra things that you can do that most people don't even know that they can do. This is a way to elevate your recruiting game and maybe even help you get away from some of the practices that you think you're good, that you think you're appropriate,

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that you think are working, and just know that if you were to apply your time differently you might get a better result in no time.

Yeah, I guess we could start it.

Lawrence: Love it.

Brad: The main thing, and this is before we even start talking about how to go find a candidate and then hire the candidate, is the preparation that goes into it. This can take a lot of time especially if you had never done this before about deciding who you want and who you are looking for.

The Profile – the person that you are looking for, the candidate, and everything about them.

You need to know what your next hire looks like before you start because you might find them first, and then if you don't capitalize on it you've wasted all the time, all the opportunity. I would always like to think you need to know what kind of experience they have and where they are coming from. If you want a 10-year veteran, great, you have to be prepared for all the things that a 10-year veteran will have. But if you want someone with maybe 2 years of experience, that's more fitting, it's more appropriate. You need to know how much experience they have doing the job. Education-wise. If you have education requirements you need to know what they are and you need to

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stick to them. Have an idea of what that might be. If physical appearance matters, if someone that's well groomed, with a beard, okay, cool. That's your criteria. If they look rugged, well, decide. That's going to be okay.

Soft Skills. You need to know what that person sounds like, what it feels like to be around them. You need to know what that feels like to you so you know that opportunity to experience that comes up. You are prepared to say, "Oh yes, that's a yes in the category, that's a no." Their technical skills. How many certifications do they have? What physical training have they done? What knowledge do they have in terms of applying for the job you're trying to hire them for? You need to know what those are and have that in advance.

Cultural fit. This is more on you I guess is determining what your company culture is. You should know what you're about. Most people do but you really should know. If you're going to have someone come work for you, you have to be able to explain that. So be prepared to have that conversation about what you believe in. We'll get into that in more detail later. But your values and what you believe in, also what they believe in, being able to ask about that. It's shaking up this whole thing. Everything that's about them. Even things like their hobbies. What are they interested in outside of work? That might play a factor in terms of truly who they are.

Their compensation and relatively have a general understanding of how much money they are probably making. If you pursue them and you know

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they make way more money than they should and more money than you're willing to pay, don't. That's not a candidate. Move on. Don't even try. The location also matters. If they are going to be close enough to be able to come to work for you. But it's also not just location. Sometimes it is proximity to home. And we'll get into proximity to home a little bit later on too.

This profile, you have to know exactly what your candidate looks like before you even start. So that when you do start, and you find them, you might find them in a minute or you might find them in a month. But when you find them you should know. If they don't fit that, then don't move forward. That's what we're going after, targeting the 80% of this profile. If you can find someone that matches anywhere in that with 80% above, you pursue them. That is the target you chase.

Lawrence: Just one comment. Most of the members will be familiar with [EOS](#). It seems to be that it's really, really important to understand what your core values are as a business, what your strategies, what your goals are, what makes you different. And hopefully a lot of the members would have read the book [Traction](#) by [Gino Wickman](#) and be familiar with [EOS](#). But it sounds to me that you need to do this work in advance to make this even worthwhile. Otherwise you are directionless and you are likely to hire the wrong person. I'll just make sure that it's linked up in the thread to this.

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We got a series in the [Membership](#) called The Complete Business System which is a 15 part audio series that I recorded with [Luke Carlson](#) who is the CEO of [Discover Strength](#) where he walks through how to implement [EOS](#) in your high intensity training business. It's probably the most important piece of content I would argue on the internet on how to actually set up an effective strategy for your strength training business since he actually tailors it to our business which is incredible. That will really help and make your hiring a lot more productive.

Sorry, continue.

Brad: Once you know that you have this list of all the things this person could be and be as specific as you can. Just create this list of who they look like, what they are in terms of their profile. If you start talking to somebody and you get through a conversation with them, you can start checking if they fit 80%. That's the candidate you want to run with all the way to the finish line if you can. Because you can even shape up some of the last 20 bit percent. Do some tough questions and uncover some things. But if you've no like off the bat 80% is there, that's a great candidate to pursue. Chase them.

That's what we are trying to figure out is how do we understand what that looks like and then what to do when we actually have them on the hook. We'll get into that next but this is the prep work you do before you even go play ball with these types of people that are oftentimes passive candidates.

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So your schedule, that's a big thing. I know now more than ever how busy people are. I get it. You need to carve out time every day to have opportunities to talk to someone that you want to pursue. Not trying to pull people towards you but you trying to actively bring someone in. If you are going to chase after a good candidate, you need to sacrifice some of your time. That's going to be probably the toughest thing for a lot of people. So you need to have time around the lunch break and even time outside of your normal working hours. I'm not kidding. You can have conversations. You can have interviews at 8:30, 9:30 o'clock at night and it is fun. Sometimes that's all you get for opportunities with people. And if you can do it the day of, "Hey, I'm free at 8 o'clock tonight when you're done with work. Let's talk then." That might be when you have your conversation. You need to be prepared to have a work span until later hours in the evening if that's all it makes sense for time. Making yourself available, carving out time, nothing else planned, just being available to interview, and have a phone call. That might be something to consider.

The main takeaway is that you should know exactly who you are looking to hire before you start searching - just knowing your business, knowing what that person feels like when you talk to them that they fit. If you can get that stuff certainly prepared, get that idea of what that person looks like in your head, then you can proceed with everything to follow in terms of finding a great candidate.

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Here's where I can start ruffling some feathers because a lot of people hold on to these that I don't think work. There's some low quality tactics and unfortunately a lot of people do this. I made a living the last 8 years off of all the companies that got fed up with doing it this way - speed up your job words, and all your online postings, and all of your ads, everything like that. That is just easy mode. All you're getting with those candidates are people that are actively looking for a new job. There is a reason why they don't have one. There is a reason why they are looking. They are desperate in terms of what they are willing to say and do to compete with others to find an opportunity to work for you instead. They are just low quality. They could be great. Don't get me wrong. People have hired some really great people that are just in a situation where they were desperately looking for a job. I don't know if it doesn't always work. If we want to find a way to increase the probability that you're going to have a better candidate we need to look at other things.

Other things people are doing that I think are still a low quality search are schools and colleges. It's just more passive candidates being generated. Kids are just looking for their first job after college granted they are not desperately looking for a job because they are in need of making money but they are just looking to start their career. They are still kind of passive. They are not established yet. It doesn't produce a high quality candidate.

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And then unspecialized recruiters. Using recruiting firms is one that can be very expensive. They can charge 20-25%, even 30% of the annual salary as a recruiting fee. They are still using these same low quality tactics. College isn't job words and they are just farming them for you. If someone is more of a specialized recruiter then maybe talk to them. They'll become more [unclear] some of the stuff that I know. But the unspecialized recruiters that are just a generic recruiter, probably aren't going to have the experience or knowledge to qualify a candidate.

Lawrence: And they are never going to understand your business. Are they? They are just not going to understand this particular niche.

Brad: Correct.

Lawrence: It's just like social media agencies have no idea what content we want to share. No, we don't want to share cardio for the most part.

Brad: Yup. That's where I think we need to start looking at. What should you do instead? And if you have the time, I think you should try to make the time, for some of these higher quality tactics that I know worked for me and it could work for you too. Shopping your competition is a fun little one I do on every single search that I've done as a recruiter. I literally go and say, "Cool, here's your business. Let me think about it for a day or two. Let me understand

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what it is, what service it is providing, and then who is your competition. Who is really in your market that we can pull from?”

When I think of [Discover Strength](#), I think of any other fitness studio that has trainers that have a degree or that would be certified, or something along those lines; and I’ll just start making a list. I’ll write them all down. And then once I have this list, there might be 15 other businesses in the area close to where I work and where my studio is. I will make sure that I know every single body that works at that business by the end of the day. Go through, find them on Instagram, find them on LinkedIn. Go to their websites and write their names and contact information because oftentimes people just put their numbers on their website. And I’m creating my cold calling list from that. I already know those people that are hire-able. They are working for reputable companies that I deem would be something I could consider. If I want to see that on their resume, “Oh, this person works for so and so...” I would love to talk to that person. Now I’m going to create that list and just go do that.

Cold calling them is a tactic that most people are terrified of doing. Calling someone completely randomly over the phone, out of the blue, and just saying, “Hey, I want to talk to you.” It’s a tricky thing but that works. You can either cold call from that shopping list you kind of put together from your competition. Or you can start cold calling other professionals not expecting to hire them but asking them for a referral. And say, “Hey, Lawrence, I’m looking to hire someone for a personal training job. Is there anyone you

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know that would be interested that you can help me with a referral?" You'd be surprised how willing people are to help. They'd be like, "Yeah, there's this guy named Joe. He quit like two weeks ago from a family emergency. He doesn't live in the area anymore but he lives nearby. I think he'd probably be a good fit. Here's his contact info." And before you know it there is just someone that's willing to refer.

Interestingly enough I have hired and made... Well, my clients have hired people through the longest chain of referrals that have gone 7 referrals deep using that tactic. Someone knew someone, who knew someone, who knew someone and on until finally you found the candidate who got the job. If you can leverage referrals correctly just by being completely honest, "Hey, look, I need help finding another employee. My business is doing well. I need someone that needs to work in this type of environment." Sometimes you believe it or not, you call someone not expecting them to be interested like, "What if we talk. Can we talk about that?" All of a sudden it is this really organic, "Oh yeah, sure. We can absolutely talk." Oftentimes what I've found is the next part where you cold call other managers looking for top down referrals. You'd say, "Hey, someone is running a business or someone is managing a team of 10." And you say, "Hey, I'm looking for someone who would fit this criteria, these qualifications." And that manager goes, well, either they know someone and they will give you that. Or they're like, "You know, I don't want to manage people. I still want to do the work. I don't like a leadership role. I'm not engaged enough. I want something different for

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myself.” I’m surprised how many people that are in management positions look for jobs where they can make more money just selling, doing commission work, and things like that. But they are also honored to give a referral down. It’s a prestigious thing where, “Hey, you’re in a leadership position. I’m looking for someone who maybe worked for you in the past or who you guys pass on in the interview process for whatever reason that was still really good that you think I can talk to. Let me talk to them.” And they will help with referrals. It works all really well surprisingly.

[LinkedIn](#), not to plug LinkedIn by any means, but they have a service called [LinkedIn Recruiter Lite](#). It is \$1,200 a year and it gives you access to literally everybody on LinkedIn and you can communicate with them. It is super helpful for small businesses to have that tool where you can have literally everyone in the world at your fingertip is kind of neat. What I use that for is helping when I shop my competition and creating a target list of people. Oftentimes some of them put themselves on [LinkedIn](#). But then there are also a lot of people who use [LinkedIn](#) when they transition out of this profession of being a personal trainer, they will go into sales jobs.

Maybe you’ve seen people leave the profession they go to somewhere else but their heart is always then in personal training. They just haven’t had an opportunity that either, one, pays them enough or challenges them enough or facilitates their passions enough and they just didn’t find a good enough job. In the meantime, while they are not happy with their profession they

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found that, “Oh, I can do a sales job and I can make a little bit more money and maybe that be something I create for myself.” Well, you can bring those people back to the industry. You can invite them to come back into personal training especially if your compensation plan is close to comparable. I mean, you have an entry level sales job for any large corporation. They are going to be \$40,000 - \$50,000 a year. You can create that in personal training so you can bring those people back especially if they have just left like they are six months to a year out, 2 years out. Even though they got 2 years into their profession and that’s right about that time they are not hitting their sales goals and they are about to realize that they are not a good salesman. Pull them back in. If they are 7-8 years in, they are probably established. You are not going to bring them back.

Lawrence: It’s a huge advantage probably over other personal training concepts because most of us are doing 30-minute sessions and charging premium pricing and therefore able to compensate trainers accordingly. And so you’ve got a bit of an advantage there and being appealing to those particular people. Yeah, I think that’s a very big untapped resource.

Brad: What will happen with those... So let’s say the lifespan of that trainer. They were a personal trainer. They did not create a LinkedIn profile. They left personal training, got themselves into the sales profession, and from there they want to be recognized or communicate with more professionals, their marketing. They now create a [LinkedIn](#) profile so they can be more

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recognized in the community that they are trying to sell businesses to. Now, they back fill their information with their previous job experiences and they will tell everyone online that they used to be a personal trainer for so and so even though now they are doing sales roles. So you go into your search, your [LinkedIn](#), using the [LinkedIn Recruiter](#) service and you just type in 'personal trainer' and pull everyone that has 'personal trainer' in whatever zone. You can search by zip codes of where they live and cities, and states, and you can make these searches massive. You can then take a look and see, "Oh this person was a personal trainer. Now they are not." And you can just peruse where people's career path has taken them, and bring them back.

That's a really fun one is to bring people back into the industry. One of my trainers, his name is Lucas, I would have found him probably in a different job if I would have come across him three months later and not look for him then. I would find him somewhere else. He would have left his personal training job because he was not happy with it. He didn't know what else to do so it turned his career. [unclear] That's where I would find him if three months have to go by.

And then [Instagram](#). I never thought I would use Instagram in the way it was. But as the generations below me find more and more value in those services, the more and more I start to think, well, I can use it for monetary gains. I found my trainer Amy on LinkedIn because her LinkedIn profile was a server. She had no personal training experience other than at college in her profile

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on LinkedIn. She referenced that she'd been doing some strength training classes and coaching at the UVM. I'm like, okay, there is something there. It doesn't look great. She looks like a server but there is something there. It turns out she is an Exercise Science major, she's got certifications, and I couldn't communicate with her through LinkedIn because she didn't use it. I could see clearly that she hadn't touched her LinkedIn in over 2 years. But on Instagram she was there. I looked her up by name on Instagram, sent her a message saying, "Hey, I'm looking to hire you for a job in this city for a position that I have." She happens to live with her family. She grew up maybe 10 miles from my studio. She is probably one of my greatest trainers I ever have. She is phenomenal. Instagram for a 21-year old kid like an adult.

Lawrence: I love the anecdotes. Keep them coming.

Brad: Yeah, I thought that was pretty insane. I hadn't used that previously until trying to hire for personal training.

Lawrence: It's been a while since I use it. If I remember right it is quite uncrowded, the Instagram DMs. Obviously if you try to DM someone who got hundreds of thousands of followers then it is crowded. But if you DM someone who has a small following they probably don't get that many. It's probably quite fairly good read and respond versus other methods. Yeah, I've had some success from that in the past.

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Brad: The differences you're going to find with the low quality tactics and the high quality tactics is that it's personalized. It feels better when someone reaches out to them than waiting for them to reach out to you because you have a job. I'm sorry. You're the one in need here. You should be putting a little bit more effort into it if you are trying to help your business out. You need them more than they need you in the real truth at all. A little bit of just extending a hand and just reaching out means a lot more to people than you think. Create the time to do that. You have way more success hiring quality tactics.

If you're asking me what I do and what I think you should do as a best approach I think there are a couple of things. I still think it is a great thing to use networking with colleges as a passive approach. That will just help create a brand image. I mean, my trainer Amy, she saw a [Discover Strength](#) posting at her college. She knew nothing of it. She saw it and recognized it after I communicated with her.

Lawrence: There's the branding, yeah.

Brad: Yup. That's kind of nice to have. You'll even have some possible referrals from college professors and department leaders and things like that that might be able to help out which is great. Nothing you have to do. They will send you [unclear] type people you can talk to but they are vetting them a little bit for you already. That's a nice thing to have.

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Lawrence: Just to tag on to that. We've done content on this already. Again, all of this will be linked up in the post to this. [Discover Strength](#) has enormous success with internships – their summer and winter internship programs. They get some of the best trainers through that. I mean, in the [Membership](#) there's content and we'll link to it from this post that shows you exactly how they do that so there is another string to your bow there as well.

Brad: I think it's great to post your job posting on your website. I think there's maybe a lot of people that still peruse websites of their competition. If a trainer is just looking around to see, hey, they have a client that left their studio and went to one. Maybe they go to your studio. That trainer follows up and like, where did they go. How come they are going [unclear] or maybe go to your website and see a job posting for a job being on there. I still think those are two really good passive ways to balance some things out. I wouldn't skew away from those. I would say use those as often as you can.

But I think the one thing that I would do of all things in terms of active recruitment would be calling on your competition and talking to people who work there asking them for referrals for other possible trainers that might be worth talking to, people that have left their company for whatever reasons to talk to them. It will be a big game of thrills chasing down one phone number after another. But you'll get some really, really good feedback and some really good content that comes from this cold calling into those people. Start with the leaders. Start going top down. And then start calling

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the trainers and the actual people doing the actual work. Yeah, it will help quite a bit.

Brad: Thank you. And just a very quick note to people before you continue. If you are listening to this thinking there is no way I've got the time or interest in doing any of this then obviously Brad can help you with that. We'll be plugging all his contact details into this. Because I think the biggest problem is time. We'll talk more about that at the end. But just in case people are watching or listening and thinking this is a bit overwhelming.

Brad: I broke this next section down because previously it was defining candidates. Now, this next part, these next two slides come into things that I think go into actually hiring a candidate. The first one I want to break it down into some tactics that I think work out really well. Obviously the sourcing part. The previous slides go after a targeted approach defining more active or more passive candidates and use that balance approach as I kind of recommended. But then using that to uncover the 80% of that profile so kind of blending the two now. And then now you're using those tactics, and then you're looking and listening, and trying to find does this person match out my entire profile here. This is when we can start blending those two together – the prep work and the actual sourcing of the candidates. Just know that when you start the first conversation, the first round of interview, all you're thinking about is can I get as much of that 80% of that profile out

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on the table in this nice organic conversation the first time you talk to them. Be prepared to have that conversation.

The next thing can be really controversial. I even heard it over this last weekend at the [Resistance Exercise Conference](#) and people saying hire slow. Oh my god, do not hire slow. Hire faster. You should have an offer in less than 10 days. If you talk to a candidate that is good because you did your prep work there should be no reason why you're stopping. If they are 80% of the candidate you are looking for, get your interviews done and get to the offer stage and secure their interest while you have it. Don't wait. The only thing you are waiting for is for someone else to change your mind. That confirms you don't know what you're doing. I mean, if you are shopping a large pool of candidates and you are hoping that one of them redefines what you're looking for in a candidate then you've come to this fight unprepared. You should be able to know what you want and go for it.

Lawrence: I'm thinking that the hire slow fire fast saying comes from the idea that you should have more steps in your hiring process than most companies have because most companies might have one interview and that's it. But you're saying hire fast, you are still doing potentially most of those steps I think and obviously a lot of pre-work which maybe makes one or two steps redundant and just stack it sooner therefore hire fast. Is that where we're going with this?

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Brad: Yeah. I'm not saying don't be thorough. I am just saying that you need to know what you want and you need to go after it when you have the opportunity to get it. Now, there is a difference. This is going to sound shocking to you if you've never done recruiting the way I do recruiting. If you only did job word posting as an ad and you're getting 14, 15 candidates in for one job. Oh my gosh, that's crazy for me. But those candidates you are looking and sorting through and meeting all of them and you are hoping for the one that stands out the most. Well, you are letting them shape what you are looking for by finding only the best one. No. Decide what candidate you want and you can have a five minute conversation with somebody and you can find that, "Oh no, they are on a non-negotiable." There is a red flag. Done. Move on to the next. Don't have 14 people get exposure to your business and have 14 people be turned away and say, "Yeah, I interviewed with them and they didn't hire me." They are going to go and tell everybody else, "Well, I interviewed with them. They had a hard interviewing process. Don't go work for them. Work for somebody else." You can shape your experience to the people that could potentially work for you if you have a really direct, targeted recruitment process. So know what you want, speed up. That's my advice.

The next one is one thing that I really, really love and that is you need to sell your opportunity. You are the one in need so you need to sell your opportunity to them especially if it is a passive candidate. Someone who is currently working another job. First lesson I've ever learned that really changed my recruitment forever was don't pull punches. By that do not steer

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away from the really hard topics you got to talk about. If your hardest thing is, “Hey, we wear professional attire for our workouts. You are going to wear a dress shirt and a tie every day for work going forward.” If they don’t want to do that, you want to know that immediately. And just get right to it. If it’s our hours are early in the morning, whatever the hours are, if those hours are the biggest struggle, you know what your pain points are, what people struggle with or why people leave their job with you. Don’t hold those things back. Address them like, “Look, this is the tough point”, and get them out of the way so there’s nothing that’s going to scare them 3 months into their career, 10 months into their career. Don’t hold back. Let those things out. It’s being candid and being honest.

Know your compensation and your benefits. I can’t stress this enough. You know your compensation plan like the back of your hand and to have a good sense, a good general sense of what their compensation plan might be and to challenge them on that. If they say they make 30% commission and they train 60 people a week and they only earn \$25,000 a year, well, there is a mismatch somewhere. There is something off. They should be making more money than that unless they are only charging literally \$20 an hour or \$20 a session kind of thing. Challenge them on how much money they are actually making or push on some of those things and know how you then spin it like, “Look, if you work with me doing these things you’d make this amount of money.” My benefits have a value compared to your benefits of this much extra dollars. You can have those conversations with people if you’re trying

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to sell them on the idea of compensation. Knowing that is really key. I think if you haven't found a way to simplify your compensation plan you need to do so before you go into these conversations. You should be able to explain your compensation to a 5th grader and they should be able to understand it. If you can't do that you have a terrible compensation plan in terms of communicating it. So just simplify so it's easier to understand.

Selling the idea of location, people living close by. That's always important. But there is another important factor and that's proximity to home. What I learned is people have children, and people have lives and families, and things that they care about outside their job. If they can get to the people that they love in the event that something happens, that means more to them than the distance they would travel to go to their job. If their kids have a daycare that's 10 minutes away but they live 20 minutes away that would be a great thing for them. They know if something happens at day care they are 10 minutes away from getting to their kid. Find a way to have conversations where you can start piecing together like if you hear they have kids or day care to talk about those things and where that's at. If they are going 30 minutes east of you or east of where they live and they have to go an hour then all the way back to get to their job, that's probably not going to be a good fit in the event that there is a child emergency they have to drive an hour to get to their kid then back. That's going to be a rough one. Know that that's a thing that can't be [unclear] when you have a conversation with somebody saying, "Hey, look, I don't know location wise. We live down the

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street but your obligations are farther away. What happens if there is an emergency? Are you going to have to bail for the entire day or are you going to be able to continue working?” Have those conversations before you can move into an offer stage. Those things matter. You’ll often find that people will drive farther as long as they have the ability or freedom to go take care of family emergencies or something.

Lawrence: I love that. Makes total sense.

Brad: And then there’s emotional strings that you’re going to uncover when you talk to people who are passive. You are looking for their reason to change jobs because they don’t have one. They don’t need one. They have a job. You’ll find that sometimes it is not compensation or location. Even though I’d like to think those are my top two reasons people move and change jobs. Sometimes it’s the other things. Sometimes it’s just, “Hey, I have no career growth here. There is no plan for me to improve or get better. I’m just going to be a trainer. It’s just me and the other guy who owns the company. I can’t do anything more than this. Where is my growth? I want to be in a leadership role. I’m meant to lead people.” If you would have someone like that and you have that opportunity to sell to someone even if it is not for the job you’re hiring them for now, if they are on a dead end, they will leave that dead end. They will put it behind them and they will try something new.

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And you can play with that. That is something you can say, “Hey look, maybe my compensation plan isn’t the greatest and maybe you have to drive 10 minutes farther to get to this job but in the future, if everything goes according to plan, you have options to grow here. This company is growing. It is expanding. You have leadership opportunities. We have operations of things that you can get involved with. We are a bigger organization. You can move up into this if that’s what you want.” You’ll often find someone that’s willing to sacrifice a lot of other things just so they can have an actual career that they are proud of. You can play with that. I call them emotional strings because once you’re able to, they start talking about it for the entire interview process. It helps get you a yes from them in the end.

Lawrence: This is great. One thing to add is I had a note here to say a great part of the pitch if it’s obviously important to the candidate is having a core growth plan. Because so few businesses have a core growth plan “career” for the personal trainer over the long term. Obviously, [Discover Strength](#) did that very well. [Luke](#) and his team are kind enough to share some years ago now a PDF with me on exactly how they structures those tiers and the requirements required to progress through those tiers in terms of what books must be read, certifications achieved, the number of sessions delivered, tenure with the company, all that kind of stuff. I’ll link that up again in the thread to this because it would be really valuable so people get an idea of, “Okay, I don’t have a core growth plan.” Then you can use that as a template to help you design the best core growth plan for your business.

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Brad: I always just like to think in terms of it as leveling up.

Lawrence: Yeah, exactly.

Brad: People love their video games where they can level up. They are leveling up. And that's exactly true. They want to know where their career goes. They don't want some ambiguity floating around. I'm just going to work trying to do some kind of motion thing. What's next? They care about that. They may not always express it but you catch them on the phone in your interview process where you're just having a conversation with them, they will talk about it. They want to talk about it. Definitely learn to sell your opportunity. Know everything that you stand for and what's behind you. And when you find opportunities where you are better at some things than what they are currently having going on to sell them and be like, "Look, you can either keep doing that or look at this. This is great. Come do this." And invite them. Invite them to come checkout your business. Checkout an interview. Do something like that.

Things to avoid. Group interviews number one. It slows things down like crazy. Do not put 10, 15, 20 people into a room or on a call and try to capture 2 or 3 of them. The time that it takes to set up that entire interview itself that whole week, we can have a 2-week process, I could be done in an offer stage by then. And that one person who is in that room who is a passive candidate, who is currently working his job is not going to sit there and go, "Okay, it took

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me 2-weeks to get into this interview. How long is it going to take me to get to the end of this interview process if this is how it started?" I have a job. I can't take 4x away from work and get caught. No." Group interviews can be really, really scary. I would not do them at all cost. Decide who you want and pursue them based on some qualifications. You can find them through the internet. I wouldn't do groups.

Things to avoid. Slow response times. If you have the pursuit of a passive candidate, you need to be able to respond to that person every day. The faster you can respond the better. They might be slow. If they are slow to respond and they take multiple days, that's your red flag from the candidate's side that they are not as interested, or they are losing interest, or they are waning a little bit. You want to make sure that you are quick to respond. You are the one who wants to talk to somebody who could be potentially better than any other passive candidate that you would find. If they are, pursue them, chase them, and be interested. Openly tell them, "Hey, I really want to keep talking to you." Tell them how you feel and they will be there to finish the interview process. Don't slow down. Keep going faster.

If you are having more than two candidates at an offer stage for that position, you've had too many candidates. You haven't been hard enough on yourself about who is a fit and who is not. You are hiring one person for one job. Just keep it that way and keep that in the forefront of your mind when you are going through like, "Oh, this person sounds good. This person

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sounds good.” No, no. There is a red flag in that candidate somewhere. If you didn’t find it, you have the wrong people doing those interviews. You need to have someone that can be pretty tough. Let enough get through. But if you have three people you are trying to consider for one job, one of those people is clearly not a fit. No one has gone through and said, “No, we should probably not pursue this candidate.” Let them off really nice and easy and say, “Hey, we are going to pursue other people”, long before you even get to the offer stage. Interview number two should probably be when you have that conversation. Don’t let three people get to the end. That’s another thing I would advise.

Lawrence: One thing to say quickly. I’m sorry to keep doing this. I just want to make sure that the members are aware of the other resources available to them to complement this presentation. This presentation is amazing in itself. But we also do have a hiring process audio with [Luke](#) at [Discover Strength](#). We have recruitment strategies from Luke. We have how to compensate trainers effectively and how to structure that again from Luke at DS. I’ll link all of these up in the thread to this so that there is just one place for all the resources you need to really make this success and really find, hire, and compensate trainers effectively so make sure you’re keeping all your great trainers. That’s all going to be in the post to this.

Brad: The last main chunk of information and this is going to be looking like a lot probably initially but it’s the hiring process in terms of interviews. I’m a firm

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believer that two interviews are probably all you need. But three seems to be a comfortable spot as well, so I'm breaking it into three interviews. But if you can break in two you should. If you are doing more than three, people are looking at you funny at this point in the game. Oftentimes when you are talking about a passive candidate, this is where this really comes into play. It doesn't take more than two or three because you can already find the hiring qualifications of a passive candidate when you get them interested. It's going to make more sense that you don't have to spend three interviews. You can probably do it in two. You definitely don't need to do four or five. And that's how you can pull this off in 10 days. That's why I think your first interview is that very first phone conversation and you need to pull as much out of it as you can. You can either message them via a text message or email. So on interview one, get it scheduled. If you need to interview one schedule, schedule it. If it's just calling them randomly out of the blue, and you are just all of a sudden finding yourself into a conversation with them over the phone and they have 15-20 minutes to talk, turn it on. Go make that first round interview happen right there on the fly and be ready for that. That's come the prep work being prepared to know what you're looking for right off the bat. The first interview technically is any first non text based communication. That is your first interview. That's opportunity one.

You need to be candid with them. Goal number one is saying something like, even verbatim, I want to talk to you about working for me. If you can be that clear and honest with them right in the very beginning, that could even be

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the very first way to introduce yourself, “Hi, I’m Brad. I want to talk to you about working for me.” Well, if they are interested they are going to stay on the phone. If they are not like, “I’m not looking for a job right now. Thanks for calling”, and they are going to hang up. Guess what? You’re done. You didn’t bring that person into a group interview. You didn’t drag that person along into anything else following it. You didn’t give them any exposure to how your business operates or what you’re looking for. They don’t have any bad things to say about you. It is just over.

Number two is to uncover those 80% that I was talking about.

Lawrence: Just quickly. That goal one – “the be candid” what you just said there. You would still open with that with an active candidate - a candidate who is working currently?

Brad: Yeah, absolutely. 100%. That is what that line is meant for.

Lawrence: Got it.

Brad: If they were like, “No, I love my job. I don’t care about you.” Done. Okay, great. They are not going to talk to you and you don’t want to talk to them. You are going nowhere.

Lawrence: Don’t waste your time.

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Brad: Yup. If you open the conversation like that they have the opportunity to right there and then to shut it down. And you don't have to waste the next 15 minutes you may allot for that phone call. If they are on the hook and if you go in there, you just start looking for that emotional string, and you have to look for that compensation package, and you have to look for that location and proximity to home. You find one of those three things that are off, you're in.

The last one. Goal number three is you schedule your next interview on the phone with them. You don't wait for an email. You don't follow up. You don't act like you have any questions at the end like, "Great! I really want to meet you. Let's schedule when you are free to meet me", and get that on the book. That makes sure things move quickly. Because then if you don't do that you have to email them, they take a day, they email back, and you get busy and you take two days. Four days later you are just dragging your feet. By then if they are a passive candidate, maybe they are gone. They just forget. They think that you didn't care enough to respond when they responded. Even though they responded as fast as they probably could, you didn't. That can change their perception of your business and the way you do things. You lost a good candidate potentially.

The second interview I think has to be done in person. And when I say in person or video, I mean honestly if you are not comfortable meeting everybody in person you can use the video. I mean, you are going to be

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working with them. You need to meet them. I think I really should... I maybe even change the slide to just be in person. It should be a more professional interview. They should be dressed up. They should be taking it seriously. You can let them know that in your first interview like, "Our second interview is more professional so come in professional attire and I'll be dressed up too. Let's make a formal thing out of this." Your questions just need to be designed to challenge the cultural fit making sure that they are...

Lawrence: Just on that, sorry, on the professional. I always thought it was a bit of a litmus test to think if they turn up in professional attire in a tie or whatever because of the field we're in most people don't. Is that the problem then?

Brad: Yup.

Lawrence: Got it.

Brad: It's because of the field you're in but also the way the world is changing when we are talking to passive candidates. They are going to make time out of their day to come see you. If they are a personal trainer, they might not have the opportunity to be dressed up. If they are like, "Hey, I can't come to see you until it's during my workday. I can take an hour and a half but I'm going to be dressed up as a trainer." They will communicate that. But even then, as long as they are communicating that, that can still be the professional interview. I mean, you are catching somebody that already has a job.

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Lawrence: Got it. Yeah.

Brad: I've often had engineers - high level engineers - \$150,000 a year engineers show up in a polo and flip-flops because they went to work that day in polo and a flip-flop. That was their work attire. And no one cares.

Lawrence: Sandals and socks.

Brad: Yeah. They don't care how they look. They care about what they can do and showcasing what they can do. Yeah, it is a professional interview but the attire it's going to change. You just have to communicate that. If you know they are not going to come completely dressed up, as long as they are aware of it and know that it is work related because you are pursuing them because they have a job, don't hold that against them for sure.

Lawrence: Cool. Alright.

Brad: Your questions in your second interview need to be about the culture and what they value and what they are looking for in terms of their work environment. By that first interview you should already know their general background, their experiences, and all those checkboxes and things. Now you are starting to really dig in, can I work with this person, can they see themselves working here, is this going to be a long term fit. That's what your interview needs to be about in your second interview.

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If you uncover red flags in this interview you have to resolve them right then and there. You don't get to wait. Unfortunately people want to save it for the next interview. No. Do not. If it is a problem with the dress code, if it is a problem with the hours being worked, just end it. If you can't resolve it, end it.

Lawrence: How do you do that politely? Because I've been in that situation and I haven't addressed it there and then. I had a candidate come in and sit down and yawn really abruptly and immediately I was like no. You are not yawning in my face because you are going to do that with my clients. So I let him down over the phone. I didn't give him that direct feedback only because he never asked for it; otherwise, I would have. But maybe that's wrong. Let me know how you handle that.

Brad: The nice thing is you set the precedent from the very beginning that you're candid. You open this thing up with, "Hey, I want to talk to you about working for me." Great. They already know you are coming across like this is about making sure this is a fit. And if you come across a red flag and say, "Hey look, I'm sorry but you need to be here for shifts that start at 7am and you can't make it until 10am every day. That's not what this role is." If you've been candid this entire time and you catch one of these red flags and say, "Hey look, this position requires this. I need this. If you can't do that, I'm sorry. This isn't going to be the position we can hire you for. Let's consider you in the future in the event that we can maybe if it's an hour thing.

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Lawrence: May I ask you how you would if someone came in and did a big yawn or someone like that how you might address that? Would that be a show stopper? I'm just curious.

Brad: Yawn they were bored or yawn they were tired?

Lawrence: Well, let's just imagine it, right. Someone sits down for that second interview – that in person, and they do a big yawn or maybe they checked their phone during the interview. That's another one, right? I know we are getting into nuances and subtleties here. But would that be a kind of thing that would be a red flag which you would address and maybe say... I'm actually thinking out loud here like it could be a case of, "Hey, you know what, I just noticed that you checked your phone there or you yawned and that's not the kind of behavior we would expect so that's something you got to need to work on." Or would be like, "Hey, you know what, you just did this. You are probably not a good fit for us. Sorry."

Brad: Man, that's a great question. I've had people terminate interviews for that. That's been a thing.

Lawrence: How you do anything is how you do everything, right? That's the problem. You see that, you see that they can do it in front of a client potentially.

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Brad: Yup. I mean, even one of the lessons I learned from [Discover Strength](#) early on is talking about this metaphor of there is a salt shaker on the table and the salt shaker belongs in a certain place. And the people who remove your salt shaker, you have to move it back every time. If it is a cell phone being brought out in an interview, maybe it's a great conversation to have like, "Look, looks like your phone is really important to you. My trainers and us, we don't keep our cellphones in our pockets on the floor. Anything that's important has to wait until we're done training. And that might be 4 hours later before you step off the floor because we are really busy. Are you going to have a problem with your cellphone working there knowing you can't use it working for us?" Maybe that is the conversation you got to have.

Lawrence: Okay. Got it. I should address it in that way now. Okay.

Brad: Yeah. In the second interview you can take all the time you need. If you can make it a longer interview I say the better. Don't keep them there for three hours. But if you need to take two, take two. Let them meet all of your staff with the staff having the chance to weigh in on their thoughts and their feelings about that person and the people that they are going to work with. Get as many people involved in getting you a good second read on this candidate as you can. I think that's really important.

And then the last thing would be schedule the next interview or reject them at the end of the day for round three. If you know they are not going to be a

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fit and you just didn't quite get the good feels, nothing really went wrong but you just didn't get the good feels out of it, let them know that day like, "Thanks for coming in. I really appreciate your time. I don't necessarily think you are one at this point. But maybe we'll circle back again in the future and we can talk some other time. Thank you so much." Easy, quick, easy rejection kind of thing. Or before they leave, schedule the last interview.

The third interview which I think should be last and sometimes necessary it should be in person. Or it should be off site even - meeting up for coffee or lunch. What we do is we do a workout. We have them come in and we have them train. We train them. We show them the intensity that we push ourselves towards. That's kind of fun. It is more of a casual interview. More of a chance to just last second feel about each other before you extend an offer. I would offer them the job there on the spot of that interview if they have gotten to that point. You should have uncovered a lot in the first two interviews. It can be a verbal just saying, "Hey look, I want to offer you this job. I want to put it in writing so you can take a look at it. This is what it's going to be in terms of compensation, hours, duties, things like that. Do you want me to send it to you?" And then they can say yes or no and you can get that verbal so you don't waste your time writing up an offer and going through all that if you are not going to get a yes out of the deal.

Lawrence: I don't know if you do this. But I know that when [Luke](#) does the workout interview or the [DS](#) team do it, they are looking for all those subtleties like

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how do they engage with other trainers, how do they engage with clients that might be around, what is their body language like, what is their behavior like to see if they would be a good fit. Are you always monitoring that or advising that we monitor that kind of interaction during that interview? Even though it's "casual" you are still seeing how they are.

Brad: Yup. And that's also something that could come up even in the second round, the interview two, if you have the opportunity. Like in my studio they are going to have to walk through my training floor to interview with me in my back office. That could be an opportunity for that to take place if I didn't do it in a workout. But I'm still going to have it. My third interview is the workout. Definitely those things play a factor in it all. I rather do a workout. Yeah, those are really good things to look for. Absolutely.

Lawrence: I'll be fascinated too. I've never done a workout interview. That's something we will definitely be doing as part of our process and I'm looking forward to it. But I bet you get the best workouts ever because it is almost like they are training for their job.

Brad: They are.

Lawrence: If they are really keen they are going to kill it in that workout. They are going to utter failure.

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Brad: I mean, you can learn a lot about that. It means a lot.

Lawrence: Your character reveals itself.

Brad: Yup, exactly. Things are going to get hard. You are going to see what they are going to do.

Lawrence: Yeah.

Brad: And what's clear to me is that even now my trainers develop and how hard we train them in the interview process like in that interview, in that workout versus how hard they fight every day when they do their workouts. My trainers train to the point of complete exhaustion. They are trying to die. It is so cool.

Lawrence: What do you think of that, just a side, do you think that's because you've got such a good, strong, established core values, core growth plan; such an attractive proposition for them to make that massive effort?

Brad: Yeah, absolutely. My employees are well taken care of in terms of everything that I can give them, I give them. I genuinely feel they will do anything at this point for their job. They are fantastic. They are happy.

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Lawrence: This is the thing that's really important is if people feel like they are making a meaningful difference in the organization that there is a purpose that is driving their employer that's bigger than they are and they are playing a big part in that. That is huge, right? I mean, that's bigger than any compensation package. If you can deliver that as well as meet all their requirements regarding compensation and location and so on and so forth then that's where it's at. That is also if you do.

Brad: The last two things are the possible start date. In the interview if you're having that verbal acceptance, "Great, cool. When do you think you can start? What kind of notice do you need to give your current employer?" At that point too if you are pursuing a passive candidate, whatever notice that they would give, be respectful of it. If they say they need a month, they shouldn't. They will probably be terminated as soon as they give their notice. But if they need time, be prepared that someone might say, "Hey, I need three weeks." Be prepared in terms of your start date. You should not be getting to the offer stage going through all of this prep work and going, "Oh, you can't start with three weeks. I can't have you." No. You need to be prepared that you are going to take three more weeks.

The great thing is your hiring process is probably already so slow that it is going to be a month of Sundays before you can actually hire someone anyway. This would probably if you can get this done in 10 days, 3 more weeks on top of that, you're still within a month. That's probably faster than

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you ever moved before in your life. I've seen other companies that I've worked for move very slowly.

Lawrence: Yeah. I love it.

Brad: And then give a deadband on that acceptance. If you have two people you want to consider, "Hey, I need 24 hours on this offer that I send you." It's okay if they give 24 hours. Don't give them 48. Don't give them a week. They'll know they have 24 hours to call home and be like, "Mom, Dad, there is an opportunity that I'm checking out. Can I walk you through this with me really quick?", and get a yes or no?" They knew long before you gave them that offer whether they wanted it. They knew almost in that first phone call when you said, "Hey, I want to talk to you about working for me." If they are about to leave a job they already knew at that moment they were looking to entertain the idea and they got all the way here, it's going to be a yes. Get it done. Get it locked up. Get it started.

Lawrence: Awesome. Anything else? Is that the end? Oh nice.

Brad: Thank you.

Lawrence: Thank you.

Brad: Thank you for listening to me talk.

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Lawrence: No, thank you for taking the time to educate us on something that's so valuable and important. I really appreciate it. I'm just really, really grateful. Brad, obviously as we said, this can be time consuming and challenging for our colleagues and studio owners to actually do themselves. You have a really fantastic offer that I want to let them know about. Do you want to briefly explain why it makes a lot more sense probably to contact you to help with this particular thing?

Brad: Well, I mean, like we talked about before even in the other [podcast](#), my intention is to help this industry grow and find better trainers. I don't think it has someone that's pursuing passive candidates. At least I have not met anyone yet. If someone is out there doing this like pursuing passive candidates already and has questions, I would love to talk to them too. I think the purpose is to try to help us find better trainers that we can bring into our industry which ultimately may help our clients stay longer and help people ultimately get healthier. That's my purpose in this. Which is why when we talk about pricing for my service and stuff like that it is not your typical pricing scheme.

Lawrence: I mean, you are serving people a whole bunch of time finding candidates on their behalf and finding people that are great fit. There is practically no risk. Can you just briefly explain the pricing structure? Because what we'll do then is we'll just say to everyone, hey, if you want to get really in-depth from the details on Brad's offer listen to the [podcast](#). You basically gave a massive

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amount of detail in that [podcast](#) that we did together. I'll link that as well in this post. Or they can contact you directly using your contact details. But just briefly, do you want to talk about the pricing structure - how it works, and we'll wrap up there.

Brad: Yeah, absolutely. The main thing is that we share the risk. Your typical personal trainer I'm looking to charge \$5,000 for the entire process except the offer kind of thing. The way the brick gets broken down is you pay half the fee when the candidate accepts your job offer and starts. On their start date, the first half of this \$5,000 is due. And then after 90 days, the next half of the \$5,000 is due. It's two payments of \$2,500 and we share the risk of that. If the candidate doesn't make it 90 days with you, you don't owe me that other \$2,500. You are only paying for that if they stick around and become what we think they are going to become.

The cool thing is with all of this is that you get everything that we just talked about in this podcast. That's all the work that I would do in the same manner in which I would go and pursue it. You can just have me do it for you. You don't pay a thing unless I'm successful at it. I just want to help you guys get more people in your studio. If it saves you time doing all that work in trying to understand or master that craft and it's worth \$5,000 to you, then please call me.

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Lawrence: Yeah. Thank you, Brad. I think as you know why I think it is a total no brainer. I think most of our colleagues, and I know there will be some resistance or some people who might say, “I still want to do it myself.” That’s fine but what is your time worth? You are busy running your business training clients and when you think about how this offer is structured in terms of pricing you are going to save a whole lot of time. It just makes a lot more sense to do it this way. It has very little risk to the studio owner to invest in this. You could spend a whole ton of your time doing things less effectively than Brad would do which will cost you a lot more. There you go. We’ll leave it there. Go ahead. Yup?

Brad: I was just going to say like... Well, now I lost what I thought. Never mind.

Lawrence: Sorry, Brad. Thank you again for doing this. I love this presentation. It’s one of my favorites ever and hopefully I will do this again sometime. To everyone, all the members, anyone who has watched this particular training video course, I hope you enjoyed it. Good luck with finding and hiring great trainers for your business.